

Context

Introduction

Our performance management framework (PMF) aims to drive improvement and achieve the best results for Chesterfield Borough and its communities. It facilitates a consistent, streamlined and joined-up approach to all performance activity throughout the organisation.

The Council's Executive and Senior Leadership Team are seeking to embed a strong performance culture which places our communities at the heart of everything we do and responds to our vision of putting our communities first.

This new PMF set out the high level approach to performance management ensuring that all services and employees are:

- clear about what we are aiming to achieve, by when and by whom;
- focusing resources and action on the right outcomes
- increasing their awareness and ownership of how things are going – both the successes and where things need to improve
- able to report on progress to both internal and external audiences
- able to access effective performance management and improvement support

Each service and team will need to apply and possibly supplement the framework in ways that best suit their context and needs while ensuring a one council, one team approach to delivering the Council's ambitions.

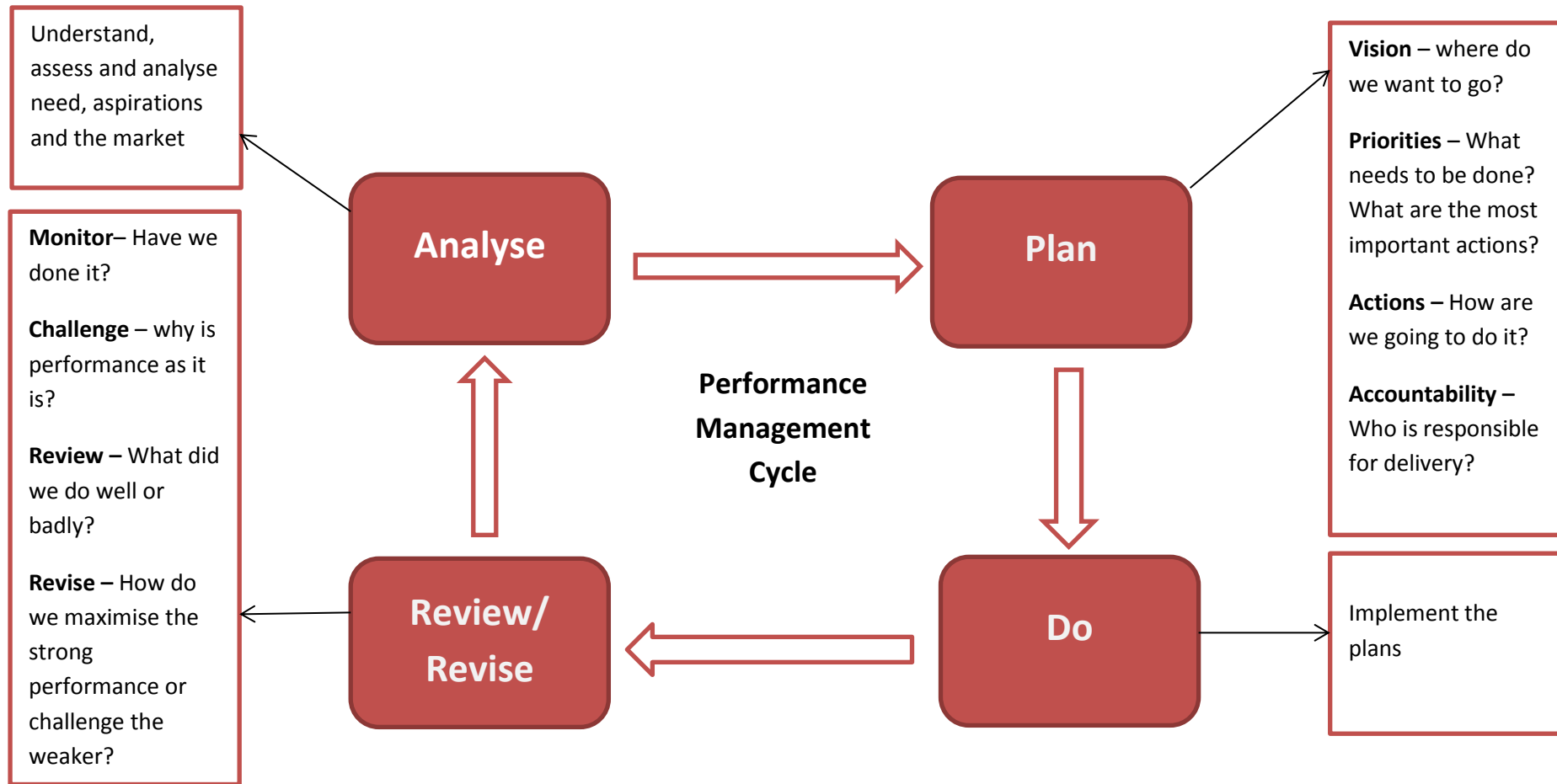
Transparency and Challenge

Councils no longer have formal external assessments of performance. However we recognise the importance of transparency and accountability and are activity using the Local Government Association's (LGA) "Taking the Lead" approach to sector led improvement. We also ensure that our performance information is available to the public via our website.

Organisational performance management approach

The Performance Management Cycle

The PMF has four continuous stages – Analyse – Plan – Do – Review/Revise. Each of these stages are explained on the following pages.



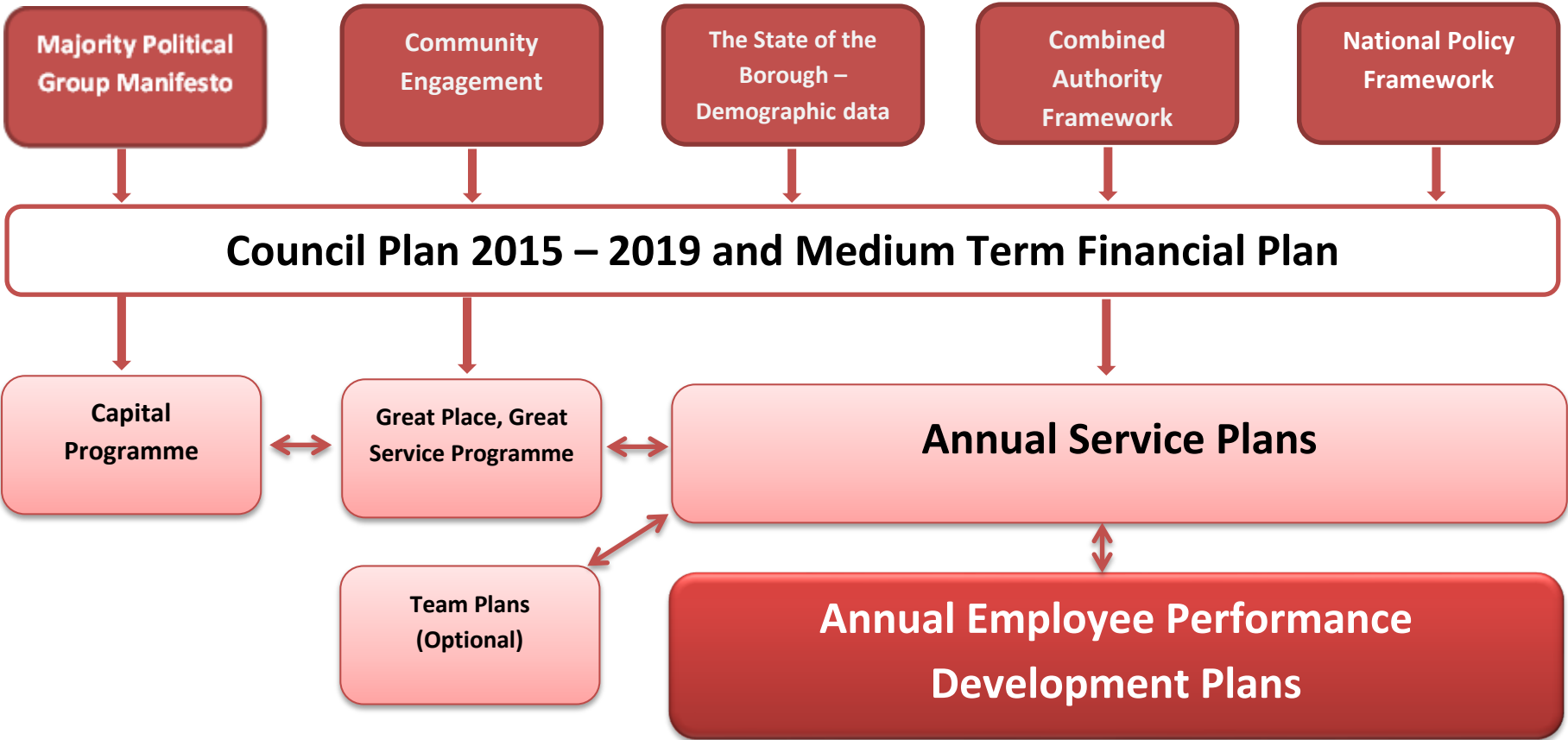
Analyse – understand, assess and analyse need

Understanding the needs of our communities and their environment is critically important. This is analysed in the context of:

- The Council's Plan, which is informed by demographic information, public opinion, the majority group's manifesto and central government policies
- Current legislation and any regulatory considerations
- Emerging combined authority activity
- The demographics of our communities – our State of the Borough report includes a range of datasets and analysis including age, gender, disability and ethnicity profiles, economic analysis, environmental and built environment analysis, health profiles, Census data and indices of multiple deprivation
- Wider emerging social trends such as youth unemployment and technological advancements
- Customer satisfaction and feedback about how services are being provided along with views on what is important to be delivered. The Council's approach to engaging our communities is set out in our Community Engagement Strategy and our data is available on our website
- Past performance is also an important factor when considering how we are progressing, as it allows services to identify and analyse any patterns or trends
- Internal workforce composition including demographics, skills and talent, employee engagement etc. This information is available to employees on our Intranet site.

Plan – setting the Vision, short, medium and long term aims

This diagram shows how the PMF Elements link strategic plans to individual objectives in a golden thread. At each level performance indicators and clear action milestones are used to measure and track delivery:



Plan – The Key Plans

The Council Plan

The Council's vision, priorities and values are set out in the Council Plan 2015 – 2019. This outlines the key priorities and the actions and activities we will deliver in year and by the end of the plan. The Council Plan takes into account various environmental factors including the national and local economic picture, demographic issues and government policies. It is also informed via our community engagement programme, which drives customer service, engagement and involvement.

The Medium Term Financial Strategy

The Medium Term Financial Strategy (MTFS) sets out how resources will be aligned to deliver the Council Plan priorities. This is agreed by Full Council every year.

Service Plans

Each service develops an annual plan setting the high level themes, approach and tone for their work. It also includes the key priorities and activities for the year which underpin the Council Plan. These plans include key performance indicators, risk assessments/plans and workforce development issues. Some services and teams may choose to develop more detailed operational level plans to help focus activity and increase the likelihood of achievement.

Personal Objectives

Every employee has an annual performance and development appraisal (EPD) meeting with their line manager at which personal objectives and milestones for the year ahead are set. These show how each person contributes to their Service Plan and therefore Council Plan objectives.

Accountability

Everyone at the Council plays a part in the PMF. The following table shows how these responsibilities are distributed:

Elected Members	<p>Full Council:</p> <ul style="list-style-type: none"> • Approve the overall priorities, budget for the Council, capital programme and the Housing Revenue Account Business Plan <p>Cabinet:</p> <ul style="list-style-type: none"> • Oversight of Council Plan priorities, budgets and manifesto commitments <p>Overview and Scrutiny:</p> <ul style="list-style-type: none"> • Critically appraise the application and direction of the Performance Management Framework
Senior Leadership Team and Corporate Management Team	<p>Senior Leadership Team:</p> <ul style="list-style-type: none"> • Strategic responsibility for achieving Council priorities • Oversight of corporate performance, taking necessary action and focusing resources • Deliver the Medium Term Financial Plan <p>Corporate Management Team:</p> <ul style="list-style-type: none"> • Deliver service objectives • Accountable to Senior Leadership Team for operational performance • Help to deliver the Council’s strategic priorities • Develop employees and teams to ensure they deliver their objectives and contribute to the Council’s priorities • Deliver on time, to standard, within budget and strive to achieve better value for money
Employees	<ul style="list-style-type: none"> • Achieve personal objectives and contribute to those of their team/service/Council Plan • Take responsibility for individual performance and development • Understand how they contribute to Council Plan priorities • Work collaboratively to share best practice and embed a consistent performance improvement culture
Policy Service	<ul style="list-style-type: none"> • Champion and administer the Performance Management Framework • Ensure performance management information is available to all services • Facilitate knowledge management and the sharing of best practice internally and externally

Do – Deliver the objectives and priorities – implement the plans

The Council's plans including the Council Plan and Service Plans are live documents which set out what will be done in the period ahead. They are updated to reflect emerging issues such as demographic changes, community engagement feedback and any political changes at a central or local level.

The Council also uses a competency framework for all employees, against which employees are assessed as part of their annual Employee Performance Development interview. The Council's values also form part of this annual assessment.

The competency framework emphasises that managers must demonstrate that they manage performance effectively and base decisions on reliable performance information and other insight. Employees need to demonstrate ownership of their own performance and strive for improvement.

Review/Revise – monitor, challenge, review and revise

Performance information needs to be actively used to achieve outcomes and drive improvement. The Policy Service support objective challenge to ensure the Council achieves the best it can for our communities at every level.

Challenge and review occurs at all levels in the organisation and includes the review of past performance, learning lessons, benchmarking and looking ahead to what needs to be done next. These are the key steps at the review/revise stage:

Performance Indicators and Key Projects

A single set of performance indicators has been developed. These include Council Plan indicators, workforce related indicators, feedback from our customers and communities and service critical indicators. Our performance management system is used to collect, report and analyse performance information for both the indicators and the key projects identified in the Council Plan and Service Plans.

Service Performance Review

Within each service (or in some cases groups of services) there is a dedicated quarterly meeting with the service management team to consider and challenge their performance in connection with their Service plan. These meetings and action then feed into the corporate level performance review. This information will feed into the Corporate Performance Review and is used by the Senior Leadership Team as part of the performance appraisal of the Corporate Management Team. **Consideration to be given to whether Service Performance Reviews should take place before the Corporate Review so they can feed in or whether the Corporate Review should take place first then feedback.**

Corporate Performance Review

The Corporate Performance Review comprises of political Cabinet, Senior Leadership Team and Corporate Management Team. The review will take place quarterly as part of the Executive/Management Team away days and will focus on reviewing and challenging overall corporate performance and aligning resources to improve areas of greatest need.

Performance Reporting

Twice a year a full performance report will be developed to highlight performance data, trends and the findings and actions from the service level and corporate level performance reviews. This report will be challenged by Overview and Scrutiny and Cabinet to ensure that our PMF is achieving change and driving improvement. The six monthly performance reports will be available to the public on the Council's website.

Quarterly timetable

There are different options on this depending on whether or not we want to hold Service Performance Reviews first or the Corporate Performance Review. We may also be able to reduce the initial collation time down from three weeks to two but this will require an extremely strong commitment from services.

This table shows the sequence of collation and consideration of performance following the end of each quarter: (Service Reviews First)

Weeks after quarter end	1	2	3	4	5	6	7	8
Previous quarter performance information collected and collated	●	●	●					
Service Performance Review preparation				●	●			
Service Performance Review Meetings					●	●		
Corporate Performance Review preparation						●	●	
Corporate Performance Review								●

This table shows the sequence of collation and consideration of performance following the end of each quarter: (Corporate Review First)

Weeks after quarter end	1	2	3	4	5	6	7	8
Previous quarter performance information collected and collated	●	●	●					
Corporate Performance Review preparation				●	●			
Corporate Performance Review						●		
Service Performance Review preparation						●	●	
Service Performance Review Meetings							●	●

Other Forms of Challenge

What	Details
Community engagement	<p>There is a wealth of detailed feedback from our community engagement programme activities. This includes our two yearly residents and tenants satisfaction surveys, regular service specific customer surveys, Community Assembly meetings, Equality and Diversity Forum and local Councillors surgeries.</p> <p>We also undertake a range of employee based engagement activities including an annual employee survey, focus groups, lessons learned engagement sessions and have regular Trade Union engagement.</p>
Complaints, comments and compliments	<p>Our communities are encouraged to give feed back to the Council on the services we provide via the complaints, comments and compliments service. Each Service is provided with a quarterly update of their comments, complaints and compliments to inform their decision making and service level performance review meeting.</p>
Sector Led Improvement and voluntary challenges	<p>The Council is actively using the Local Government Association's (LGA) 'Taking the Lead' approach for sector led improvement including a commitment to take part in a Peer Challenge every four years. Additional voluntary challenges are used to drive performance including Investors in People accreditation and compliance with the Local Government Equality and Diversity framework.</p>
Benchmarking	<p>Comparing the Council with other providers and agencies helps it to understand the wider context, provides the potential to learn from others and to achieve more. There are several benchmarking tools and services we use to benchmark our performance, costs and employment issues. This include's LG Inform – the LGA's performance comparison tool, the Society of Information Technology Managers (SOCITM), Association of Public Service Excellence (APSE), Housemark and the Chartered Institute of Public Finance (CIPFA) nearest neighbours model.</p>

Revision

Plans need to be continually reviewed and potentially revised as communities change, government and local political policy evolves, new needs are identified and new priorities emerge as public expectations and requirements evolve.

The Council Plan is annually reviewed and refreshed to focus on its delivery and clearly set out the key priorities for the coming year. Service plans and optional team plans are also developed annually. Employee performance and development appraisal meetings take place annually with a review after six months. Managers are encouraged to discuss and review service, team and individual objectives at team meetings and one to ones throughout the year.